

EXAMINING EMPLOYEES LEVEL OF HAPPINESS IN RELATION TO
PRODUCTIVITY IN OIL AND GAS INDUSTRY ABU DHABI, UAE

NASER YASSIN AL HAMMADI

A project report submitted in partial
fulfillment of the requirement for the award of the
Degree of Master of Science in Technology Management



Faculty of Technology Management and Business
Universiti Tun Hussein Onn Malaysia

September 2020

ACKNOWLEDGEMENT

The author would like to express his sincere gratitude to several individuals and organizations for supporting him throughout Graduate study. First, the author wishes to express his sincere gratitude to his supervisor, his brother, PROF. MADYA Dr. MD ASRUL NASID BIN MASROM, for his enthusiasm, patience, insightful comments, helpful information, practical advice and unceasing ideas that have helped him tremendously at all times in the research and writing of this thesis. His immense knowledge, profound experience and professional expertise has enabled to complete this research successfully. Without his support and guidance, this project would not have been possible.

The author would like also to express his sincere thanks to the Universiti Tun Hussein Onn Malaysia, Faculty of Technology Management and Business for accepting into the graduate program. Also, wish to express gratitude to the university staff for their consistent support and assistance.

Finally, the author expresses his very profound gratitude to his family for providing him with constant support and continuous encouragement throughout years of study and through the process of researching and writing this thesis. This accomplishment would not have been possible without them. Thank you.



ABSTRACT

Employee happiness has increasingly become a vital in oil and gas industries. When people are happy, they tend to work better, they stay at their jobs and also they produce better quality results than the unhappy employees. The United Arab Emirates (UAE) is seventh among the largest natural resource in the world and seventeenth-largest natural gas reserve. In recent years, industries including oil and gas experienced economic challenges brought about by changes happening in the world market. Consequently, the level of happiness of the employees may somehow be affected. Happiness is a necessity for any high-functioning workplace not only oil and gas industry pose a great challenge towards happiness of employees. Study on employees' happiness has recently gained much attention due to its importance on organizational studies and the effect it has on overall performance of the employee, but in oil and gas industry, it is still not fully explored. This research aims to investigate and critically assess domain factors that affects happiness of employees in the oil and gas industry in Abu Dhabi, UAE. In addition, this study intends to examine the relationship between level of happiness and productivity in the said sector according to the demographic profile of the respondents. A survey used to gather data results from present employees of Abu Dhabi National Oil Company (ADNOC), one of the largest suppliers of oil all over the world. Results are calculated using IBM Statistical Package for the Social Sciences (SPSS) reveals that there is a significant relationship on the level happiness of oil and gas industry employees in relations to productivity in Abu Dhabi, UAE when grouped according to profile. The outcome of the study aims to help improve one's job for the betterment of performance and productivity level in an oil and gas industry and determine what satisfy an employee due to happiness in one's career and profession.

ABSTRAK

Kebahagiaan pekerja semakin penting dalam industri minyak dan gas. Apabila orang gembira, mereka cenderung bekerja lebih baik, mereka tetap bekerja dan mereka juga menghasilkan hasil yang lebih berkualiti daripada pekerja yang tidak berpuas hati. Emiriah Arab Bersatu (UAE) adalah ketujuh antara sumber semula jadi terbesar di dunia dan rizab gas asli terbesar ketujuh belas. Dalam beberapa tahun terakhir, industri termasuk minyak dan gas mengalami cabaran ekonomi yang disebabkan oleh perubahan yang berlaku di pasaran dunia. Akibatnya, tahap kebahagiaan pekerja mungkin terjejas. Kebahagiaan adalah keperluan bagi mana-mana tempat kerja yang berfungsi tinggi, bukan sahaja industri minyak dan gas menimbulkan cabaran besar terhadap kebahagiaan pekerja. Kajian tentang kebahagiaan pekerja baru-baru ini mendapat banyak perhatian kerana pentingnya kajian organisasi dan kesannya terhadap prestasi keseluruhan pekerja, tetapi dalam industri minyak dan gas, ia masih belum diterokai sepenuhnya. Penyelidikan ini bertujuan untuk menyiasat dan menilai secara kritikal faktor domain yang mempengaruhi kebahagiaan pekerja dalam industri minyak dan gas di Abu Dhabi, UAE. Di samping itu, kajian ini bertujuan untuk mengkaji hubungan antara tahap kebahagiaan dan produktiviti di sektor tersebut mengikut profil demografi responden. Kaji selidik yang digunakan untuk mengumpulkan hasil data dari pekerja Syarikat Minyak Nasional Abu Dhabi (ADNOC) sekarang, salah satu pembekal minyak terbesar di seluruh dunia. Hasil dikira menggunakan IBM Statistical Package for the Social Sciences (SPSS) menunjukkan bahawa terdapat hubungan yang signifikan terhadap tahap kebahagiaan pekerja industri minyak dan gas dalam hubungannya dengan produktiviti di Abu Dhabi, UAE ketika dikelompokkan berdasarkan profil. Hasil kajian ini bertujuan untuk membantu meningkatkan pekerjaan seseorang untuk peningkatan prestasi dan tahap produktiviti dalam industri minyak dan gas dan menentukan apa yang memuaskan pekerja kerana kebahagiaan dalam kerjaya dan profesion seseorang.

TABLE OF CONTENTS

TITLE	i
DECLARATION	iv
ACKNOWLEDGEMENT	v
ABSTRACT	vi
ABSTRAK	vii
TABLE OF CONTENTS	viii
LIST OF TABLES	xi
LIST OF FIGURES	xii
LIST OF ABBREVIATION	xiv
 CHAPTER 1: INTRODUCTION	 1
1.1 Research Background	1
1.2 Problem Statement	7
1.3 Research Questions	8
1.4 Research Objectives	9
1.5 Research Scope	9
1.6 Significance of the Study	10
1.7 Definition of Terms	11
1.8 Organisation of the Thesis	12
1.9 Chapter Summary	12
 CHAPTER 2: LITERATURE REVIEW	 14
2.1 Introduction	14
2.2 Concept of Happiness	14
2.3 Happiness and Productivity	17
2.4 Domain Factors of Happiness	22
2.4.1 Pay Structure	22
2.4.2 Working Hours	23
2.4.3 Rewards and Recognition	23
2.4.4 Career Advancement	24
2.4.5 Relationship with Superiors	24

2.4.6	Working Environment	25
2.5	Theoretical Framework	26
2.6	Conceptual Framework	28
2.7	Chapter Summary	29

CHAPTER 3: RESEARCH METHODOLOGY 30

3.1	Introduction	30
3.2	Research Design	30
3.3	Participants of the Study	31
3.4	Setting of the Study	32
3.5	Sampling Method	53
3.6	Research Instrument Development	53
3.7	Validation of Instrument	55
3.8	Data Gathering Procedure	56
3.9	Data Analysis	56
3.10	Chapter Summary	58

CHAPTER 4: PRESENTATION AND INTERPRETATION OF DATA 59

4.1	Introduction	59
4.2	Objective 1	59
4.3	Objective 2	62
4.4	Objective 3	68
4.5	Objective 4	70

CHAPTER 5: SUMMARY, CONCLUSION AND RECOMMENDATION 88

5.1	Introduction	88
5.2	Summary of Findings	88
5.2.1	Objective 1	88
5.2.2	Objective 2	89
5.2.3	Objective 3	91
5.2.4	Objective 4	92
5.3	Final Conceptual Framework	95
5.4	Conclusion	96
5.5	Recommendation	97

5.6 Closure

99

REFERENCE

100

APPENDIX

108



LIST OF TABLES

2.1	Concept of Happiness	16
2.2	Happiness and Productivity	21
2.3	Summary Domain Factors of Happiness	26
3.1	Likert Scale Interpretation	54
3.2	Survey Test Study results	55
4.1	Distribution of the Respondents According to Age	59
4.2	Distribution of the Respondents According to Gender	60
4.3	Distribution of the Respondents According to Civil Status	60
4.4	Distribution of the Respondents According Educational Attainment	61
4.5	Distribution of the Respondents According to Nationality	61
4.6	Distribution of the Respondents According to Years of Working	62
4.7	Assessment of the respondents on the Domain Factors of Happiness in Terms of Pay Structure	62
4.8	Assessment of the respondents on the Domain Factors of Happiness in Terms of Working Hours	63
4.9	Assessment of the respondents on the Domain Factors of Happiness in terms of Recognition	64
4.10	Assessment of the respondents on the Domain Factors of Happiness in terms of Career Advancement	65
4.11	Assessment of the respondents on the Domain Factors of Happiness in terms of Relationship with Superiors	66
4.12	Assessment of the respondents on the Domain Factors of Happiness in terms of Working Environment	67
4.13	Assessment of the Respondents on the Level Happiness in Terms of Quality of Work	68
4.14	Assessment of the Respondents on the Level Happiness in Terms of Time Management	69
4.15	Level Happiness of Oil and Gas Industry Employees in Relations to Productivity Grouped According to Age	70
4.18	Linear Regression of the Level Happiness of Oil and Gas Industry	

Employees in Relation to Productivity Grouped According to Gender	74
4.19 Level Happiness of Oil and Gas Industry Employees in Relations to Productivity Grouped According to Civil Status	76
4.20 Linear Regression of the Level Happiness of Oil and Gas Industry Employees in Relation to Productivity Grouped According to Civil Status	77
4.21 Relationship on the Level Happiness to Productivity According to Highest Educational Attainment	79
4.22 Linear Regression of the Level Happiness of Oil and Gas Industry Employees in Relation to Productivity Grouped According to Highest Educational Attainment	80
4.23 Level Happiness of Oil and Gas Industry Employees in Relations to Productivity Grouped According to Nationality	81
4.24 Linear Regression of the Level Happiness of Oil and Gas Industry Employees in Relation to Productivity Grouped According to Nationality	83
4.25 Level Happiness in Relations to Productivity According to Number of Years Working	85
4.26 Linear Regression of the Level Happiness of Oil and Gas Industry Employees in Relation to Productivity Grouped According to Number of Years Working	86



LIST OF FIGURES

2.1 Herzberg's Motivation Theory – Two Factor Theory	27
2.2 Conceptual Framework	28
3.1 Map of Abu Dhabi, UAE	32
4.1 Correlation on the Level Happiness of Oil and Gas Industry Employees and Productivity According to Age	71
4.16 Linear Regression of the Level Happiness of Oil and Gas Industry Employees in Relation to Productivity Grouped According to Age	72
4.17 Level Happiness of Oil and Gas Industry Employees in Relations to Productivity When Grouped According to Gender	73
4.2 Correlation on the Level Happiness of Oil and Gas Industry Employees to Productivity Grouped According to Gender	74
4.3 Correlation on the Level Happiness of Oil and Gas Industry Employees to Productivity According to Civil Status	76
4.4 Correlation on the Level Happiness to According to Highest Educational Attainment	79
4.5 Correlation on the Level Happiness to Productivity According to Nationality	82
4.6 Correlation on the Level Happiness s to According to Number of Years	85
5.1 Research Paradigm	95

LIST OF SYMBOLS AND ABBREVIATIONS

ADNOC	-	Abu Dhabi National Oil Company
IBM SPSS	-	International Business Machines Statistical Package for the Social Sciences
SCAD	-	Statistical Center Abu Dhabi
UAE	-	United Arab Emirates
UTHM	-	Universiti Tun Hussein Onn Malaysia



CHAPTER 1

INTRODUCTION

1.1 Research Background

Employees are considered the most valuable asset of today's organizations by both human resource practitioners and academicians. To keep the best employees in the organization, companies try their best to keep employees satisfied or happy with their jobs. Highlighted as one of the most important drivers of continuous improvement, employees' level of happiness or satisfaction is commonly believed to bring about increased productivity and thus satisfied customers. But there have been contentious debates about whether happy employees are productive employees, or vice versa, as companies contemplate about the effects of employee level of happiness and, in turn, its impact on productivity.

Weiss and Cropanzano (1996) referred to the search for a link between employee level of happiness and employee productivity as the "holy grail" of organizational behavior research, and the happy-productive worker hypothesis has been the subject of extensive research (Judge et al., 2001). The overarching theme behind these studies is that employees who are happier with their jobs are also better performers on their jobs. Positive attitude constitutes the total happiness disposition of a certain individual especially for most employees working in an organization whether it is an optimistic mood, good social relationship, passive mood.

It is also believed not only as an emotional feeling towards something but also a general factor towards happiness. There are countless studies that shows not only the relationship between job happiness and employee performance but also it plays a significant controller of such. It affects the psychological well-being of employees allowing them to be more productive and active at work and which most organizations take mental health of their employees of significance. What happiness can bring towards employees not only in their work but in their careers as a whole are higher level of motivation and productiveness resulting to improved and enhanced job performance which can help them achieve a lot towards their professions. In the long-run, this positive attitude towards their work brings more satisfaction and tends to lengthen the employees' term of service.

Majority of research evidence demonstrates that employees who experience high levels of happiness also score high on productivity. Studies conducted since the 1980s show links among employee happiness and satisfaction, productivity and corporate financial success. This means that employees who are happy in their jobs tend to work harder and are more motivated in their work, which leads to greater productivity. Many previous studies have discovered that happy employees are highly satisfied employees and are productive ones (A. G. Miner & T. M. Glomb, 2010). The bottom line of all these reasons is grounded on happiness. It is a psychological factor that allows an individual to respond to an environment that has a positive and appreciative environment that recognizes their worth. Most employers consider happy attitudes of employees more than other attributes because it can positively affect their work.

Even before, happiness and job performance are explored in many studies not only academically but in an actual organizational research for industries. The Hawthorne research is a classic example of the relationship between happiness and job performance which reveals that employees with positive well-being and are happy have higher tendency to perform well at work. It was also proven from other management research that happy workers are the workers with high performance, which is also true among workers who are less happy are not the good performers. Thus, it only goes to show that happy employees are interconnected with job productivity. Some characteristics of happy employees are always reporting on a daily basis with lesser leave of absents and are staying for a longer period of than compared to those that are not.

Being happy in the workplace is a strong feeling of being connected and participative which mean they can perform better every day they report for work. Thus, employers have the important role to play in keeping their people happy in order to ensure a productive organization that have high morale and beyond willingness to improve their work. It can be summarized that happiness and job performance is positively related (Abrahamsson, Graziotin, Fagerholmy & Wangz, 2017).

Notwithstanding the abstract idea of happiness, employee happiness levels do not cater on emotional value, but on pay scale, working conditions, nature of job, etc. (Quinn, 1979), which implies that this measurement structure lead to weak or inconsistent findings (Fisher, 2003). For example, even among meta-analyses, findings are somewhat inconsistent. In an early meta-analysis, Vroom (1964) reported a median correlation between employee happiness and productivity of 0.14. Furthermore, Iaffaldano & Muchinsky (1985) reviewed 74 studies and reported a mean corrected correlation between the two variables of 0.17. In contrast, Petty et al. (1984) reported a mean correlation of 0.31 from their meta-analysis. Judge et al. (2001) estimated an underlying correlation between the two variables of about 0.30. Although all these analyses suggest at least some positive relationship between employee happiness and productivity, there remains disagreement on its magnitude.

One key element for companies that seek an increase in productivity is to find out what makes employees happy or satisfied with their jobs. In a review of research into the happy/productive worker thesis, Cropanzano and Wright (2001) argue that in such studies, employee level of happiness has been inconsistently operationalized as the presence of positive affect, the absence of negative affect, and lack of emotional exhaustion. They suggest that, although some of these constructs may be correlated with productivity, others factors may not hold as much.

Theory Y management suggests that happy or satisfied people will be more productive, and many empirical findings support this concept. For instance, Bolger and Schilling (1991) found that employees who were more prone to negative emotions were more likely to use contentious interpersonal tactics and thus provoke negative reactions from co-workers. According to Cropanzano and Wright (2001), less happy employees are more sensitive to threats, more defensive around co-workers, and more pessimistic. Conversely, happier or satisfied employees are sensitive to opportunities, more helpful to co-workers, and more confident. Indeed, depressed or demotivated employees are more likely to display little energy or motivation, which may lead to

mediocre output.

In addition, Judge et al. (2001) found that when the correlations are appropriately refined for sampling and measurement errors, the average correlation between employee happiness and employee productivity is a higher 0.30. In addition, the relationship between employee happiness and productivity was found to be even higher for complex or professional jobs than for less complex jobs. Thus, it appears that employee happiness is predictive of productivity, and the relationship is even stronger for professional jobs.

Moreover, happiness has long been used over the decade in economic perspectives. It was being characterized and measured in terms of various parameters that is being categorized as subjective, evaluative and affective. Each have different means of measuring happiness depending on the need or how it is being viewed upon. Through these measurements, researchers, employers, evaluators, psychologists can identify how and why people are happy about and how it can be used as an instrument to uplift their lives, and as to this study, focus which is on the issue of organizational success itself. Thus, although there are many ways to measure happiness based on how it is being viewed, the final analysis rests on how organizations satisfy the employees' emotions, moods and attitudes since these are the factors that cause employees to be happy at work. In effect, happiness is related to productivity. As many studies from the past shows significant relationship between the two, the reasons are still a mere happiness. As employees become happy, they also become more productive.

On the contrary, unhappy employees have shown no care for the quality of their work. Many employers and organization should therefore consider the level of happiness of their employees especially in an oil and gas industry where happiness of employees is found to be high. Every individual or organizations aims for happiness. Positive feedback can only be obtained by good communication and relationship of employers with their employees which is being exchanged with positive and productive attitude (Ahmed, D., Clark, L. A., and Tellegen, A., 2010). In UAE, oil and gas industries are found to have happier employees more than any other industries. One of the factors of happiness for example is pay structure. In the said country, high salaries are provided to oil and gas industry employees, which was manifested to be the highest among other neighboring countries in the Middle East (Saudi Gazette, 2013). Unfortunately, the report does not consider other sources of happiness among employees; it is only limited to the salaries paid to employees, which they believed to

be the only measurement of happiness.

Therefore, this research aims to investigate and identify the factors affecting happiness of employees in the oil and gas industry in Abu Dhabi, UAE. Specifically, this study will examine the happiness of employees in the said sector and its relation to the level of productivity employees given on their jobs despite the challenges happening in the sector. Among the personal attributes that will be explored in this study include the age, gender, education, nationality while the organizational characteristics of employees that will be studied include the income, tenure of work, work environment and achievement.

Given the lack of research studies that explore the topic on employee happiness within organizations, specifically in the context of the oil and gas sector in the UAE, this study will serve to benefit companies in terms of providing insights on how happy and presumably 'productive' the employees are in the oil and gas industry in the United Arab Emirates. Employee happiness has increasingly become an interesting concern to organizations not only for oil and gas industries. Having a clear understanding and identity of the factors that affect the happiness of employees and to be able to appropriately apply the knowledge to increase employee's happiness and moreover to increase their productivity (Andrew, S., 2011) is the ultimate objective of this study.

There are various sources of happiness among individuals especially in the workplace where it could lead to a prosperous source of success and growth for both employees and the company itself. It can be monetary or non-monetary in nature depending on the personal and social requirement of an individual. Once attained, the product of it can be more promising especially by means of productivity that can give a slipped of affluence and triumph for success (Abdul-Jabbar, A.N., Almsafir, M.K. and Mahdi, O.R., 2012).

Many studies have found a significant relationship between happiness and productivity of an employee which result in a positive outcome, with happier employees and increased productivity. For this particular study, the proponent will focus mainly on specific factors that may affect the productivity level of employees as a result of their level of happiness across various aspects of rewards and recognition, responsibility, promotions and work environment, while being employed the oil and gas company in Abu Dhabi, UAE (Al-Ahmadi HA., 2002).

To many companies, happiness of employees is basically one major factor of success and being able to provide happiness has a long-term impact on the

sustainability and development of the business in terms of growth and expansion. There is no losing side for many companies to invest highly on the monetary or non-monetary needs of their employees because companies are the foremost beneficiaries of good performance and high level of productivity among employees. As an employee feels elated about his job, he prefers to report for work everyday, accomplish more, collaborate effectively, and produce more than what is expected compared to those that are not even singly happy with their jobs (Amabile, T.M., Barsade, S.G., Mueller, J.S. and Staw, B.M., 2005).

With the demands of work in an oil and gas company especially in Abu Dhabi, UAE, many workers are susceptible to feel burnout on the job and tend to be less productive. Even though employees start off with feelings of happiness when they work in the said sector, the state of weariness and exhaustion get the better of them in the long run. However, motivation and determination to perform well increase their level of productivity because they become well engaged and appreciated in their jobs (Austin, 2009).

The oil and gas industry is the backbone of the United Arab Emirates economy, which accounts for more than 30 percent of the country's total gross domestic product (GDP) and employs thousands of local and foreign workers. Based on 2017 estimates, the United Arab Emirates ranks seventh globally in terms of its oil and gas reserves and holds approximately 97.8 billion barrels of proven oil reserves (approximately 6% of the world's oil reserves). Of the country's seven emirates, Abu Dhabi, the capital, dominates the production of both oil and gas, holding approximately 96% and 94% of the country's reserves, respectively (Boehm, J. and Lyubomirsky, S., 2010).

The fluctuating market position of oil and gas companies in UAE and the uncontrolled global movements of oil prices affects how companies deal with their organization especially with respect to their employees. As oil prices become weaker as compared to previous decades of oil prices, revenues and earnings are severely affected, putting downward pressure on labor and employment in oil and gas industry where jobs were put on hold or existing positions being declared redundant. As a result of falling oil prices, increase in employee salaries and benefits programs were shelved, leaving employees less motivated while others opt to avail of various options such as taking leave of absence, no work shows, or even worse, changing and leaving jobs (Caporale, G. M., Georgellis, Y., Tsitsianis, N., and Yin, Y. P., 2009).

Given the above scenarios, knowing whether or not employee's level of happiness in the workplace promotes productivity has important implications for management and strategies for workplace improvements. Despite considerable research on the subject, there remains uncertainty as to whether happy or satisfied employees are indeed more productive (Wright & Cropanzano, 2004). Researchers have suggested that inconsistent findings linking employee happiness and productivity may be due to inconsistent measurement (Brief & Weiss, 2002).

As mentioned earlier, employees are the most important resource of an organization. Hence, how employees feel about the work they are performing and the outcome of their work directly impact an organization's performance and its stability (Milliman et al., 2008). It is a commonly accepted fact that if employees are highly motivated and proactive, they will do whatever is necessary to achieve organizational goals and to address any potential challenges in the interest of the organization.

1.2 Problem Statement

Abu Dhabi National Oil Company, also known as ADNOC was established to take over the responsibility of refining operations of Abu Dhabi UAE. As a state-owned enterprise, ADNOC is engaged in all phases of the oil industry and is one of the ten largest oil companies in the world. It has a complex and intricate holding company structure involving equity links with large Western oil enterprises. Abu Dhabi is the largest of the seven states that formed the United Arab Emirates (UAE) in 1971, and it is the heart of the UAE's oil industry. ADNOC accounts for at least 90 percent of the 100 billion barrels of oil reserves in the United Arab Emirates. The company operates two refineries; three oil production companies; the Abu Dhabi Marine Oil Operating Co. (Adma-Opco) for offshore exploration and production; Abu Dhabi Gas Industries Ltd. (Gasco), a natural gas production company; two maritime transport companies; and many other subsidiaries in the oil, gas, and petrochemical industries. ADNOC also provides gas and electrical power for local consumption as well as desalinized water.

In January of 2017, a fire broke out at one of the facilities located at the ADNOC refinery in Ruwais (Oil and Gas Journal, 2017), causing major damage to one of the refining units and resulting in significant disruption to operations that affected

its processing capacity. Although the incident was brought under control and no casualties reported, this unfortunate circumstance highlights the correlation between employee satisfaction or happiness and employee productivity. Many issues arising within an organization can affect every integral part of it as a whole. Employees form part of the organization and as such fuel the engine of growth of the company. Since they facilitate major organizational functions and processes, they have to be well appreciated (non-monetary) and compensated (monetary) properly.

In this specific study, the researcher aims to determine the employees' level of happiness in relation to productivity in an oil and gas industry. Considering the employees' major role in the organization, the company has the major responsibility in ensuring employees' positive outlook towards their jobs by ensuring that the company is a happy place to work with in the first place. By providing happiness to employees, the company can secure employee's loyalty and dedication to work. Thus, this study aims to arrive at determining how happiness of employees relates to their level of productivity, contributing to the body of research on increasing employee happiness as a means to improve productivity and enhance organizational performance.

1.3 Research Questions

The following research questions are formed based on the background that was discussed above. Specifically, this study aims to answer the following research questions:

1. What is the demographic profiles of the respondents in terms of:
 - 1.1. Age
 - 1.2. Gender
 - 1.3. Civil status
 - 1.4. Education
 - 1.5. Nationality
 - 1.6. Number of years in service
2. What are the domain factors of happiness among oil and gas employees that boost level of productivity?

3. What is the level happiness of oil and gas industry employees in relation to productivity in Abu Dhabi, UAE?
4. Is there a significant relationship on the level happiness of oil and gas industry employees in relations to productivity in Abu Dhabi, UAE when grouped according to profile?

1.4 Research Objectives

Generally, the objectives of this study is to determine the level of happiness of oil and gas industry employees in relations to productivity in Abu Dhabi, UAE Specifically, it attempts:

1. To determine the demographic profiles of the respondents in terms of age, gender, civil status, education and number of years in service.
2. To determine the domain factors of happiness among oil and gas employees that boost level of productivity.
3. To investigate the level happiness of oil and gas industry employees in relations to productivity in Abu Dhabi, UAE.
4. To analyze the relationship on the level happiness of oil and gas industry employees in relation to productivity in Abu Dhabi, UAE.

1.5 Research Scope

The scope of the research focuses on the identifying factors that affect employee's happiness in the oil and gas company in Abu Dhabi. The data gathered will include employees from rank and file to supervisory level of Abu Dhabi National Oil Company (ADNOC). The respondents from the middle-low level of the organization such as technicians, engineers, and other field and non-field workers greatly represent the oil and gas industry and are also directly affected and are susceptible to change in the organization. This means that any change in the company may affect the level of

happiness of employees, in general, in a positive or negative way. The research locale of the study is at the ADNOC refinery in Abu Dhabi, UAE. The researcher will use a descriptive research design and quantitative research method in the form of a research survey tool that will aid the researcher in finding the necessary information from the participants' responses and observations related to the problems of the study.

1.6 Significance of the Study

This research is expected to contribute to the following beneficiaries of this research:

Employees. Results of the study will help improve employee's job for better performance and productivity level in an oil and gas industry and determine what factors satisfy an employee arising from happiness in one's career or profession.

ADNOC (Abu Dhabi National Oil Company). Generally, the findings of the study will help improve and develop motivational recognition for employees that need a positive outlook in order to perform well in their jobs and produce the needed output, or provide more than what is required for a job.

Companies and other organizations. To improve financial and economic perspectives in the industry by sustaining long-term employees and minimize the cost of acquiring new ones, saving funds that can be invested in the hiring, training and development of totally competent individuals later on. Findings from the study could help develop the business amidst many challenges in the global market that may affect the condition of the workforce at large. Furthermore, the study findings could enhance good relationship and communication within the organization and instill positive behavior in the workplace.

Future researchers. To aid in support for future research studies pertaining to the level of happiness of employees in relation to their productivity that will help in the resolution to the problems of the organization and come up with an effective research recommendations and policies on employee happiness and productivity.

1.7 Definition of Terms

This section provides definition of the terms used in this study, and the following are operationally and conceptually explained to aid the readers for the better understanding of the topic. The following are the definition of terms according to their utilization in this research study:

Happiness. The state of being satisfied and productive in a job normally comes with a positive emotions, moods and attitudes towards a particular job.

Oil and Gas industry. An industry that processes the exploration, extraction, refining, transporting (often by oil tankers and pipelines), and marketing of petroleum products.

Employee. An individual who works to earn money for a living.

Productivity. The amount of output performed by an employee with his job.

Rewards and Recognition. Refers to the additional or extra compensation given to employees for performing well in an organization especially by carrying out greater productivity more than what their job requires.

Responsibility. Refers to the ability of employees to own their work and seek immediate completion and commitment to their duties.

Promotion. Refers to the advancement or progress in a job position or salary of an employee usually due to good performance in terms of productivity and happiness shown in one's job.

Work environment. Refers to the characteristic of organization that an employee works for, attributed to physical conditions such as office temperature, or equipment such as personal computers. It can also be related to factors such as work processes or procedures.

1.8 Organisation of the Thesis

This thesis consists of five chapters, a summary of each is as follows:

Chapter 1 covers the overview of the study. It introduces the area and background of study. It provides overview of the broad problems in education which led up to this particular paper, and provides an argument for doing this particular study. It describes what the study will do according to the objectives. It also describes the contribution of the study that will make it through the broad literature when it is finished.

Chapter 2 is the related literature that covers the related literature and studies. It briefly introduces the major topics that are being reviewed in the chapter, the combination of the literature to gain deeper understanding on the topic and critical evaluation of the literature. It also discusses the significance of past research and how it relates to the study.

Chapter 3 is research methodology. It discusses the method of study, sample and population, include type of sampling used, criteria for selection, process of selection, the sample selected, sampling issues, and the population from which the population was drawn, the questionnaire and data analysis.

Chapter 4 is the results and interpretation; it includes the reflection on results and provides the original insights about what the results mean. This chapter also articulates how the results support the findings of previous studies.

Chapter 5 includes the summary, conclusion and recommendation. It briefly summarizes the purpose of the study and research questions, and discusses future research that is needed because of the findings in the study.

1.9 Chapter Summary

There are many consequence (positive or negative) of happiness to employees. This chapter provides glimpse of these positive and negative effects of happiness to employees. Also, this chapter gives idea on the recent events happening in oil and gas industry that may affect the happiness of employees working on the said industry.

Moreover, this chapter explains the aims of the study which is to study the level and the domain factors that affect the happiness of employees in oil and gas industry specifically in Abu Dhabi, United Arab Emirates.



REFERENCE

- A. G. Miner and T. M. Glomb, (2010). "*State mood, task performance, and behavior at work: A within-person approach*," *Organizational Behavior and Human Decision Processes*, vol. 112, no. 1, pp. 43–57.
- Abrahamsson, P, Graziotin, D, Fagerholmy, F. and Wangz, X. (2017). <https://arxiv.org/pdf/1701.05789.pdf>
- Ackerman, L. (2006), How Identity Based Management Drives Employee Engagement and Business Performance, <http://www.larryackerman.com/wp-content/uploads/2016/03/ODPTheIdentityEffect.pdf>
- Amabile, T.M., Barsade, S.G., Mueller, J.S. and Staw, B.M. (2005). Affect and creativity at work. *Administrative Science Quarterly*, 50(3), pp.367.
- Andrew J. Oswald et al., (2015). Happiness and Productivity. Retrieved from <https://www.jstor.org/stable/10.1086/681096>
- Andrew, S.S. (2009). The Servant Shepherd: A New Leadership Paradigm for Job Satisfaction and Happiness at the Workplace. In S. S. Sengupta (Ed.), *Integrating Spirituality and Organizational Leadership*, Macmillan Publishers, pp 377 – 391.
- Bekhet, Abir and Zauszniewski, Jaclene and E. Nakhla MD, Wagdy. (2008). Happiness: Theoretical and Empirical Considerations. *Nursing Forum*. 43. 12 - 23. 10.1111/j.1744-6198.2008.00091.x.
- Belt, V. (2001), A Female Ghetto? Women's Careers in Call Centres", Conference Proceedings „Call Centres and Beyond: The HRM Implications" Kings College, University of London, November.
- Bhatia, P. (2017). *In Quest of Abundance: A Biography of Dr. Ranchhoddas Mohota*. India: Partridge Publishing.

- Boehm, J. and Lyubomirsky, S. (2010). Does Happiness Promote Career Success. *Journal of Career Assessment*, 20 (10), 1-16.
- Bolger, N., & Schilling, E. A. (1991). Personality and the problems of everyday life: The role of neuroticism in exposure and reactivity to daily stressors. *Journal of Personality*, 59, 355–386.
- Booth, Alison L.; Van Ours, Jan C. (2008): Job satisfaction and family happiness: the part-time work puzzle. In: *The Economic Journal*
- Brief, A. P., & Weiss, H. M. (2002). Organizational behavior: Affect in the workplace. *Annual Review of Psychology*, 53, 279–307.
- Campbell, J.P., McHenry, J.J. and Wise, L.L. (1990) Modeling job performance in a population of jobs. *Personnel Psychology*, 43, 313±33.
- Campbell, J.P., McCloy, R.A., Oppler, S.H. and Sager, C.E. (1993) A theory of performance. In N. Schmitt and W.C. Borman (eds.), *Personnel Selection in Organizations* (pp. 35±70). San Francisco: Jossey Bass
- Catriona Wallace, James, Mithcell and Geoff Eagleson (2004). Organizational Motivation. PubMed. RBN.90854
- Cropanzano, R., & Wright, T. A. (2001). When a “happy” worker is really a “productive” worker: A review and further refinement of the happy-productive worker thesis. *Consulting Psychology Journal: Practice & Research*, 53, 182–199.
- Dalal, R. S. (2005). A meta-analysis of the relationship between organizational citizenship behavior and counterproductive work behavior. *Journal of Applied Psychology*, 90, 1241-1255.
- De Souza. (2002) Department of Business Administration, Pennsylvania. First published: 16 September2002. <https://doi.org/10.1002/hrdq.1034>
- Diener, E. (2000). Subjective well-being. *American Psychologist*, 55, pp. 34–43.
- Fisher, C.D. (2003). Mood and emotions while working: Missing pieces of job satisfaction. *Journal of Organizational Behavior*, 21, 185-202.

- Frost, P.J. (2003), The hidden work of leadership, <https://doi.org/10.1002/ltl.45>
- Gallup News. (2013). “Worldwide, 13 percent of Employees Are Engaged at Work”.
<http://news.gallup.com/poll/165269/worldwide-employees-engaged-work.aspx>.
- Gavin, J. H., and Mason, R. O. (2004). The virtuous organization: The value of happiness in the workplace. *Organizational Dynamics*, 33(4), 379-392.
<http://dx.doi.org/10.1016/j.orgdyn.2004.09.005>
- Gedefaw Kassie Mengistu. (2012). Job satisfaction of secondary school teachers in Ethiopia, University of South Africa, Pretoria, <http://hdl.handle.net/10500/9742>
- Gennady Shkliarevsky (2019). Happiness at Work: Workplace as a Source of Happy Life. Retrieved from <https://intpolicydigest.org/2019/03/03/happiness-at-work-workplace-as-a-source-of-happy-life/>
- Gmelch, W.H. and Miskin. V.D, 1993, Leadership Skills for Department Chairs, Anker Publishing Company
- Google Images (2019). Image of Herzberg’s Motivation Theory – Two Factor Theory. Retrieved from,
https://www.google.com/search?q=herzberg+theory+by&sxsrf=ACYBGNRsWaN4AFkcozoshRnLi3s0z5NYog:1580824161559&source=lnms&tbm=isch&sa=X&ved=2ahUKEwi5_uf0hLjnAhVL-2EKHS6nDdMQ_AUoAXoECA4QAw#imgsrc=gZqvU8C82WE2FM:
- Google Map (2019). Map of Abu Dhabi, UAE. Retrieved from
<https://www.google.com/search?tbm=isch&sxsrf=ACYBGNTFdmTaj5EFQE1FJa5RxOa4uJppnA%3A1580824495356&sa=1&ei=r3c5Xs6hFczywQOlxY P4Cg&q=Map+of+Abu+Dhabi#imgsrc=hUr99ARzDHdxuM>
- Hardy, G. E., Woods, D., & Wall, T. D. (2003). The impact of psychological distress on absence from work. *Journal of Applied Psychology*, 88, 306-314.
- Hawker, S. and Waite, M. 2007. Oxford Paperback Dictionary and Thesaurus. 2nd ed. Oxford University Press.

- Hayward, K., Pannozzo, L. and R. Colman: 2005, Draft: Developing Indicators for the Educated Populace Domain of the Canadian Index of Wellbeing, Interim Report, GPI Atlantic, Halifax
- Heathfield, S.M. (2018): The Advantages and Disadvantages of Flexible Work Schedules, <https://www.thebalancecareers.com/advantages-and-disadvantages-of-flexible-work-schedules-1917964>
- Holly, Sarah; Mohnen, Alwine (2012): Impact of working hours on work-life balance. SOEP papers No. 465. DIW Berlin
- Hongyi Huang (2016). Workplace Happiness: Organizational Role And The Reliability Of Self-Reporting. Retrieved from https://drum.lib.umd.edu/bitstream/handle/1903/18191/Huang_umd_0117N_16920.pdf?sequence=1
- Iaffaldano, M. T., & Muchinsky P. M. (1985). Job satisfaction and job performance: A meta-analysis. *Psychological Bulletin*, 97, 251–273.
- Januwarsono, S. (2015) ‘Analytical of factors determinants of happiness at work case study on PT. PLN (persero) region Suluttengo, Sulawesi, Indonesia. *European Journal of Business and Management*, 7(8), 2015
- Judge, T. A. (2000). Job satisfaction. In A. E. Kazdin (Ed.). *Encyclopedia of Psychology* (Vol. 4, pp. 399-403). Washington, DC: American Psychological Association.
- Judge, T. A., Thoresen, C. J., Bono, J. E., & Patton, G. K. (2001). The job satisfaction-job performance relationship: A qualitative and quantitative review. *Psychological Bulletin*, 127(3), 376-407
- Jurgensen, C. E. (1978). Job preferences (What makes a job good or bad?). *Journal of Applied Psychology*, 50, 479–487
- Lam, T., Baum, T., and Pine, R. (2001). Study of managerial job satisfaction in Hong Kong's Chinese restaurants. *International Journal of Contemporary Hospitality Management*
- Lyubomirsky, S. and King, L. (2005). The Benefits of Frequent Positive Affect: Does

Happiness Lead to Success? Psychological Bulletin, 131 (6), 803-855.

Maceda, C. (2015). 'Job cuts' reported in oil and gas industry in UAE. Retrieved from <http://gulfnews.com/business/sectors/employment/job-cuts-reported-in-oil-and-gas-industry-in-uae-1.1558545>

Magloff, L. (2012). Federal lobbying guidelines Retrieved from <http://smallbusiness.chron.com/federal-lobbying-guidelines-14110.html>

Mateu, D.A. 2015, Happiness at Work, Universitat Jaume,

Business Administration And Marketing Department,
http://repositori.uji.es/xmlui/bitstream/handle/10234/161890/TFG_2016_AlvarezMateuDavid.pdf?sequence=1

Marthur, S.K. and Gupta, S.K. 2012, Outside Factors Influencing Behavior of Employees in Organizations, International Journal of Information and Education Technology, Vol. 2, No. 1, <http://www.ijiet.org/papers/81-JR059.pdf>

Merz, Joachim (2002): Time and economic well-being – a panel analysis of desired versus actual working hours. In: Review of Income and Wealth

Middle East Eye. (2016). Abu Dhabi's ADNOC cutting thousands of jobs: Industry. Retrieved from <http://www.middleeasteye.net/news/abu-dhabis-adnoc-cutting-thousands-jobs-industry-621783848>

Miles, E. Poerio, G.L. and Totterdell, P. (2013). Mind-wandering and negative mood: Does one thing really lead to another?. https://ac.els-cdn.com/S1053810013001396/1-s2.0-S1053810013001396-main.pdf?_tid=f9defbd6-dbe9-11e7-8e2c-00000aacb360&acdnat=1512718542_1aa9baf1ed85688ae0bdca152c8681b3.

Milliman, J., Czaplewski, A. J., & Ferguson, J. (2008). Workplace spirituality and employee work attitudes: An exploratory empirical assessment. Journal of Organizational Change Management, 16, 426 – 447. doi:10.1108/09534810310484172

- Murphy, K.R. (1989). Dimensions of job performance. In R. Dillon and J. Pelligrino (eds.), *Testing: Applied and Theoretical Perspectives* (pp. 218±47). New York: Praeger
- Noel, R.A. (2001). *Organizational Behavior*. South-Western Publishing: New York.
- Oishi, S., Graham, J., Kesebir, S. and Galinha, I. (2013). Concepts of Happiness Across Time and Cultures. *Personality and Social Psychology Bulletin*, 39 (5), 559-577.
- Oil and gas journal, Takreer reports fire at Ruwais refinery, <https://www.ogj.com/refining-processing/article/17288603/takreer-reports-fire-at-ruwais-refinery>
- Organ, D. W., & Ryan, K. (1995). A meta-analytic review of attitudinal and dispositional predictors of organizational citizenship behavior. *Personnel Psychology*, 48, 775-804.
- Petty, M. M., McGee, G. W., & Cavender, J. W. (1984). A metaanalysis of the relationship between individual job satisfaction and individual job performance. *Academy of Management Review*, 9, 712– 721
- Pressman, S.D. and Cohen, S. (2005). Does positive affect influence health? *Psychological Bulletin*, 131, pp. 925–971.
- Pryce-Jones, J. and Scott, D. E. (2009). Keeping happy at work during economic turmoil. *Tar Heel Nurse*, 71 (4), 18-19
- Quinn, R. (1979). *Job satisfaction: is there a trend?* Washington, D.C.: U.S. Dept. of Labor, Manpower Administration
- Research Integrity (2019). *Descriptive Studies*. Retrieved from <https://ori.hhs.gov/module-2-research-design-section-1>
- Robbins, S. P. (2003). *Essentials of organizational behavior* (7th ed.). Upper Saddle River, New Jersey: Pearson Education, Inc.
- Roberts, J. (2003). *Career mobility in corporate hierarchy*. Orlando, FL: Academic Press

- Rubeis, M. (2015). Opportunities and challenges for the downstream oil sector in the Middle East. Retrieved from <https://www.thenational.ae/business/opportunities-and-challenges-for-the-downstream-oil-sector-in-the-middle-east-1.60104>
- Saudi Gazette. (2013). Kuwait salary scale in oil, gas sector highest in Gulf. Retrieved from <http://www.propelconsult.com/kuwait-salary-scale-in-oil-gas-sector-highest-in-gulf/index.html>
- Science Direct. (2018). Quantitative Research. Retrieved from <https://www.sciencedirect.com/topics/social-sciences/quantitative-research>
- Seligman, M. (2002). Authentic happiness: Using the new positive psychology to realize your potential for learning and fulfillment. New York, NY: The Free Press
- Seligman, M.E.P., Steen, T.A., Park, N., and Peterson, C. (2005). 'Positive psychology progress: Empirical validation of interventions'. American Psychologist, 60,410-421
- Stanworth (2000), Women and work in the information age“, Gender, Work and The organization, vol. 7, no. 1, pp. 20-32
- Tim Bock (2019). What is Random Sampling?. Retrieved from <https://www.displayr.com/what-is-random-sampling>
- Uchida, Y. and Oishi, S. (2016). The Happiness of Individuals and the Collective. Japanese Psychological Research, 58 (1), 125-141.
- Vasconcelos, A. F. (2008). Broadening, even more, the internal marketing concept. European Journal of Marketing, 42(11/12), 1246-1264. <http://dx.doi.org/10.1108/03090560810903664>
- Veenhoven, R. (2012). Cross-national differences in happiness: Cultural measurement bias or effect of culture? International Journal of Wellbeing, 2 (4), 333-353.
- Veolia. (2016). The new challenges of the oil and gas industry. Retrieved from <https://www.veolia.com/en/veolia-group/media/news/the-new-challenges-of->

[the-oil-and-gas-industry](#),

Vroom, V. H. (1964). Work and motivation. New York, NY: Wiley

Walker and Jones, H. Walker, N. Jones. (2012) Sustainable supply chain management across the UK private sector" Supply Chain Management.: Int. J., 17 (1) (2012), pp. 15-28 CrossRefView Record in Scopus

Wallup, H. (2015). Are happy workers more productive? The Telegraph. www.telegraph.co.uk

Weiss, H. M., & Cropanzano, R. (1996). Affective events theory: A theoretical discussion of the structure, causes and consequences of affective experiences at work. In B. M. Staw & L. L. Cummings (Eds.), Research in organizational behavior: An annual series of analytical essays and critical reviews (vol. 18, pp. 1–74). Greenwich, CT: JAI Press

Wikipedia, the free encyclopedia (2019). Abu Dhabi. Retrieved from https://en.wikipedia.org/wiki/Abu_Dhabi

Wolter, Stefanie; Broszeit, Sandra; Frodermann, Corinna; Grunau, Philipp; Bellmann, Lutz (2016): Befragung von Betrieben und Beschäftigten: Mehr Zufriedenheit und Engagement in Betrieben mit guter Personalpolitik. IAB-Kurzbericht, No. 16.

Wright, T. and Cropanzano, R. (2007). The Happy/Productive Worker Thesis Revisited. In J. Martocchio, Research in Personnel and Human Resources Management (pp. 269-307). Bingley, UK: Emerald Group Publishing